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ABSTRACT

This training book is designed to help supervisors give accurate and effective on-the-job training (OJT) to employees under their supervision. Chapter 1 identifies good and bad training and good and bad reasons for training. Chapter 2 examines human learning and three motivators: desire for reward, fear of punishment, and curiosity. Chapter 3 examines the similarities and differences between OJT and classroom training. Chapter 4 shows that to analyze a job, a "good job" must first be defined. Chapter 5 demonstrates several ways to break down the job: work analysis, job analysis, and work flow. Chapter 6 covers three topics: how objectives for training are the best way to design and measure training; how to write meaningful, doable, observable objectives; and the issue of accountability for success or failure of training. Directed at supervisors' tasks to prepare for employee training, chapter 7 highlights potential problems, use of a supervisor's knowledge, preparation of an outline, and the proper timing and location for training. Chapter 8 looks in depth at actual OJT requirements and techniques. Chapter 9 highlights special considerations involving new employees in existing jobs and experienced employees in new jobs. Chapter 10 instructs how to evaluate and record the training and discusses the importance of follow-up. Chapter 11 defines the problem of career advancement. Appendixes include checklists for supervisors, a suggested course for how to train on the job, and an index. (YLB)

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